

U.S. DEPARTMENT OF LABOR OFFICE OF INSPECTOR GENERAL FY 2000 Performance Plan

1. Introduction

The Office of Inspector General (OIG) is an independent, objective agency within the U.S. Department of Labor (DOL). Created by the Inspector General Act of 1978 (IG Act), the OIG is responsible for conducting audits, investigations, and evaluations of DOL programs and operations; identifying actual and potential problems or abuses; developing and making recommendations for corrective action; and informing the Secretary and the Congress of problems or concerns. The OIG at Labor is unique in that it is also responsible for carrying out a criminal investigations program to contribute toward the Government's effort to reduce the influence of organized crime and labor racketeering in the workplace.

Through effective strategic management of OIG activities, and consistent with our mandate under the IG Act, in Fiscal Year 2000, we will meet our statutory mandates while utilizing our expertise and the results of our work to help the Department in meeting its mission and addressing the many challenges it faces in the coming years. With passage of the Government Performance and Results Act (GPRA), Congress and the Administration are demanding that programs be effective and cost efficient, and produce a positive impact. By identifying problems, recommending solutions, and providing technical assistance, we plan to help the Department to meet this mandate. Through our audit and investigative oversight of all DOL programs we will also support the cross cutting strategic goals established by the Secretary. These include: A Prepared Workforce, A Secure Workforce, and Quality Workplaces. In addition, our work supports the Secretary's goal of "Maintaining a Departmental Strategic Management Process."

2. Overview of the OIG Strategic Plan

The OIG developed a Strategic Plan for Fiscal Years 1997 - 2002 in conformance with the Government Performance and Results Act of 1993. The plan details our mission, vision, goals, objectives, and strategies. The plan is driven by our responsibilities under various statutes, including the IG Act and the Chief Financial Officers Act; the mission of the Department; the goals established by the Administration and the Secretary; and the challenges faced by DOL, particularly in the areas of employment and training, safety and health, worker benefit programs, and departmental management. The overall purpose of the plan is to serve as a catalyst for directing OIG resources to those audits, investigations, and evaluations that are most effective in helping us to carry-out our mission and to achieve our vision and strategic goals over the 6 years covered by the plan.

2.1 Mission

The OIG serves the American worker and taxpayer by conducting audits, investigations, and evaluations that result in improvements in the effectiveness, efficiency and economy of Departmental programs and operations. We detect and prevent fraud and abuse in DOL programs and labor racketeering in the American workplace. We provide advice to the Secretary and the Congress on how to attain the highest possible program performance.

2.2 Vision

By the year 2002, the OIG will be widely recognized in the Department and the Congress for providing timely, quality, and useful information, recommendations, and technical assistance that will have improved key programs and operations of the Department of Labor. The OIG will ensure that it focuses on important DOL issues, identifies risks to the Department, and acts in a timely manner to alert officials regarding those risks and how to address them. Moreover, through its labor racketeering criminal investigations program, the OIG will have made a significant and positive impact on the Government's effort to control the influence of organized crime and to reduce labor racketeering in the workplace.

2.3 OIG Strategic Goals

The plan establishes the following goals for the OIG for 6 years covered under the plan:

OIG Goal 1: Optimize the use of funds appropriated for training and employment programs by enhancing program performance and accountability.

OIG Goal 2: Safeguard workers' and retirees' benefit programs by enhancing program performance and accountability.

OIG Goal 3: Optimize the use of funds appropriated for worker protection and workplace safety programs by enhancing program performance and accountability.

OIG Goal 4: Assist DOL in maintaining an effective management process.

OIG Goal 5: Combat the influence of organized crime and labor racketeering in the workplace.

These ambitious goals serve as the impetus for achieving our mission and vision. Achieving the OIG's goals and objectives requires the dedication and commitment of all OIG employees, as well as the support of the Administration and Congress. Paramount to our success will be our ability to fund an adequate workforce; to provide our staff

with the necessary, upgraded, specialized training to carry out the activities envisioned by the plan; and to maintain an adequate level of technological readiness.

2.4 Agency Organization

The OIG administers its programs through four major components: the Offices of Audit; Investigations; Analysis, Complaints, and Evaluations; and Management and Counsel.

The Office of Audit is responsible for reviewing the fiscal and programmatic integrity and efficiency of all Department activities. Audits are performed to evaluate compliance with applicable laws and regulations, review the economical and efficient use of resources and determine the extent to which the effectiveness of DOL programs and operations is achieved.

The Office of Investigations is responsible for conducting investigations into criminal activity or misconduct by DOL employees, grantees, contractors, program participants, and beneficiaries. This office also administers the OIG's Labor Racketeering Program which focuses on reducing the influence the organized crime and labor racketeering in three general areas: employee benefit plans, labor-management relations, and internal union affairs.

The Office of Analysis, Complaints, and Evaluations provides the OIG with policy direction, management support, and program reviews. This is accomplished through various functions including policy development, strategic planning and performance measurement, congressional relations, legislative assessment, and public affairs. This office also performs evaluations, analysis, and inspections of DOL programs or functions that are requested by the Department and Congress to improve program efficiency, effectiveness, and services.

The Office of Management and Counsel provides administrative support to the OIG nationwide through various functions including legal services; budget formulation and execution; and management of OIG personnel, procurement, contracting, and information technology resources.

3. OIG Strategic Goals and the Fiscal Year 2000 Budget

The OIG's FY 2000 program activities focus on audits, investigations, and evaluations in which we will identify problems, recommend solutions, and provide technical assistance and useful information to the Department and Congress for use in their management or oversight of the Department. These activities will directly support the OIG Strategic Plan goals and, within our audit and investigative oversight role, support the goals established by the Secretary. In Fiscal Year 2000, the OIG is requesting funding of \$55,496,000 and 445 FTE to carry out its mission. Included in our request is \$5,820,000 and 22 FTE to carry-out the 5 major initiatives. With the requested funding, we will carry out activities such as the following:

A PREPARED WORKFORCE: *Enhance opportunities for America's Workforce*

OIG Goal: Optimize the use of funds appropriated for training and employment programs by enhancing program performance and accountability.

In FY 2000 the OIG will: evaluate the results achieved under the Welfare-to-Work Program in assisting hard-to-employ welfare recipients obtain and retain lasting unsubsidized employment; determine if DOL has achieved its goal of establishing a One-Stop Career Center System to help clients prepare for, and find, new jobs; determine program outcomes and evaluate the effectiveness of JTPA youth programs; audit the effectiveness of the JTPA program in training people with disabilities and placing them in employment; evaluate whether the Older Worker program is meeting its objectives in assisting older Americans without displacing other employees; and continue to concentrate investigative efforts on contractor and participant fraud in this area.

A SECURE WORKFORCE: *Promote the economic security of workers and families*

OIG Goal: Safeguard workers' and retirees' benefit programs by enhancing program performance and accountability.

In FY 2000 the OIG will: analyze PWBA's effectiveness in monitoring plan investment activities, including the fiduciary responsibilities of investment advisors and managers; continue to provide ongoing consultation and oversight to PWBA on its initiatives to streamline the ERISA reporting process; comply with a new, annual mandate to prepare a joint report with the IG of the Social Security Administration (SSA), relative to the MOU between the agencies providing for DOL administrative services with respect to Part B of the Black Lung Program; evaluate selected issues impacting the effectiveness of the unemployment insurance system; determine hospital FECA credit balances, whether hospitals are maintaining these balances, and a method for collection of amounts owed the FECA fund; continue to lead and coordinate workers' compensation fraud investigations under the FECA program, including those of medical providers targeted as a result of a previous audit; and increase investigative efforts to identify fraud activity involving the Longshore and Harbor Workers' Compensation Act program.

In support of this latter goal, within our request, the OIG is proposing funding of \$1,250,000 to carry out a pro-active, investigative probe to improve the integrity and effectiveness of the Nation's Unemployment Insurance program, emphasizing areas where there has been an increase in criminal schemes and identifying and recommending fixes to systemic weaknesses that make the program vulnerable to fraud or abuse.

QUALITY WORKPLACES: ***Foster quality workplaces that are safe, healthy, and fair***

OIG Goal: Optimize the use of funds appropriated for worker protection and workplace safety programs by enhancing program performance and accountability.

In FY 2000, the OIG will: determine the effect of state-level enforcement on MSHA'S Federal enforcement activities; continue investigations to assist in protecting the safety of workers at job sites and mines and to ensure that corrupt employees are criminally prosecuted and removed from Federal government service; determine if activities described in the agency budget justification for OFCCP have been delivered; and assess whether OFCCP management information can be used to identify high and low performing offices to identify "best practices" that can be adopted by other locations.

MAINTAINING A DEPARTMENTAL STRATEGIC MANAGEMENT PROCESS:

OIG Goal: Assist DOL in maintaining an effective management process.

In FY 2000, the OIG will: audit DOL's financial statements, per the requirements of the CFO Act; conduct financial and performance audits of grants and contracts; evaluate the Department's capacity and initial efforts to meet program evaluation requirements under GPRA; investigate allegations of misconduct by DOL officials; review contracts awarded to organizations historically involved with organized crime; and conduct evaluations in response to requests from the Congress and the Department.

In support of this goal, within our request, the OIG is proposing two program initiatives totaling \$2,500,000 to: 1) enhance audit oversight of DOL financial management and provide technical assistance to address weaknesses or achieve compliance with Federal requirements; and 2) provide audit services and technical assistance to DOL in its implementation of GPRA to ensure that data systems produce timely, accurate, and useful information for Congress and policy makers on the results and cost of DOL programs and

activities. In addition, we are proposing an initiative totaling \$570,000 to replace obsolete hardware in the OIG nationwide to ensure connectivity of staff with stakeholders and with DOL as a number of key administrative systems are replaced.

A SECURE WORKFORCE/QUALITY WORKPLACES

OIG Goal: Combat the influence of organized crime and labor racketeering

in the workplace.

In FY 2000 the OIG will: investigate organized crime influence or manipulation of labor unions, union-affiliated employee benefit plans, and labor-management relations; conduct industry probes into organized crime influence in the maritime, and construction industries; conduct investigations under the Civil Racketeering Influenced and Corrupt Organizations Act to identify and remove organized crime influence from unions; and investigate fraudulent health insurance sold through "bogus unions."

In support of this latter goal, the OIG is proposing funding of \$1,500,000 to carry-out a pro-active, investigative probe of pension plan service providers (money managers, investment brokers, accountants, lawyers, etc) that are controlled or influenced by organized crime. Abuses by services providers are particularly egregious because they generally result in greater dollar losses and usually affect more than one plan. OIG casework has identified this area of the pension arena as especially vulnerable to organized crime activity and abuses.

4. FY 2000 Performance Goals and Indicators

Our statutory mission is to identify problems or weaknesses, detect fraud, make recommendations for corrective action, and combat labor racketeering in the workplace. To accomplish this, we have to ensure that the information provided to our stakeholders through our audits, investigations and evaluations is useful, significant, reliable, and timely. Moreover, our work products need to result in: decisions and actions by our stakeholders that effect positive changes, such as improved program economy and efficiency; reduced vulnerabilities that make programs susceptible to fraud, abuse or mismanagement; and reduced influence of organized crime and labor racketeering in unions and the workplace.

The impact of work products depends on our ability to demonstrate that DOL programs or operations have been significantly improved or that our work contributed to a reduction in criminal activity. Therefore, we will measure attainment of our 5 strategic goals in terms of our success in: effecting positive change, reducing vulnerabilities,

producing a positive return on invested resources, and providing services to stakeholders.

4.1 Strategy for Validation of Performance Measures and Indicators

The value of the results of OIG's efforts, which will be utilized to measure the OIG success in achieving its strategic goals (e.g., recommendations accepted or implemented, cases accepted for enforcement action, convictions obtained, etc.), will be obtained from DOL agencies or from the Department of Justice (DOJ). In addition to audits conducted by the OIG under the CFO Act and in relation to implementation of GPRA, verification of measured values of actual performance will be conducted by the individual components of the OIG on data provided by DOL agencies. This includes conducting, at various points during the course of the fiscal year, internal quality reviews of data bases that capture performance data as well as conducting inspections of field offices to ensure the integrity and completeness of data reported. We cannot, however, validate data provided by DOJ.

Moreover, to evaluate our success in achieving our goals and objectives, the OIG has established a review and analysis process that will be utilized to assess its performance. Performance will be reported on a quarterly basis by the OIG operating components. These reports will be analyzed by OIG top management to assess the extent to which OIG offices are meeting previously-established, individual performance targets. We will then evaluate the results of our performance to determine whether any changes are needed in the way we do business, including adjusting operating plans to maximize the use of resources, or whether any goals or objectives need to be adjusted to ensure that we can effectively measure the impact of our work. This review and analysis will form the basis for annual reporting to Congress.

4.2 FY 2000 Performance Goals

The OIG has established performance goals for FY 2000 that provide direct program support and IG oversight support to the DOL cross-cutting and management goals. These performance goals are consistent with our audit and investigative responsibilities under the IG Act and the goals established in the OIG Strategic Plan. In addition, the OIG has identified the means (resources, processes, and technologies) and strategies that will be applied toward accomplishing our performance goals.

OIG Program Support of DOL Cross-Cutting Goals

The tables that follow detail OIG program activities/initiatives we propose to carry out in FY 2000 that will directly support the DOL cross cutting goals.

<p align="center">OIG Strategic Goal</p> <p align="center">Combat the Influence of Organized Crime and Labor Racketeering in the Workplace.</p> <p align="center">OIG Outcome Goal</p> <p align="center">Protect ERISA-covered union pension and benefit plans from the influence of organized crime and labor-racketeering.</p>
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	Cross-Cutting Strategic Goal: A Secure Workforce — Promote the economic security of workers and their families
	Outcome Goal: Protect Worker Benefits
	Supporting Budget Activity/Decision Unit Titles and P&F Schedule #: Office of Investigations, Division of Labor Racketeering
	OIG FY 2000 Performance Goal: Combat pension plan abuses by service providers. Increase case inventory by 14 investigations.
	Indicator: Successful criminal investigations of corrupt service providers. Removal and debarment of plan administrators and union officials that have been convicted.
	Source of Data: Office of Investigations Case Tracking System
	Baseline: FY 1998 investigative results
	Comment: OIG casework has uncovered criminal enterprises by service providers to the Nation's pension plans (lawyers, accountants, investment brokers, money managers, etc.). Abuses by service providers are particularly egregious because they generally result in greater dollar losses and usually affect more than one plan.

Means and Strategies

- C Conduct a pro-active, investigative probe of pension plan service providers that are controlled or influenced by organized crime.
- C Provide specialized training regarding complex financial schemes utilized to defraud pension assets.
- C Develop computer data base capabilities to allow cross-matches of intelligence gathered by OIG criminal investigations with information obtained from the Securities Exchange Commission to identify problematic investment advisors associated with union pension plans.

<p align="center">OIG Strategic Goal</p> <p align="center">Combat the Influence of Organized Crime and Labor Racketeering in the Workplace.</p>
<p align="center">OIG Outcome Goal</p> <p align="center">Protect labor-management relations from employers or union officials who engage in labor racketeering activities or are influenced or controlled by organized crime.</p> <p align="center">Protect the democratic principles of unions and the rights of members from union officials who are influenced or controlled by organized crime or who engage in labor racketeering.</p>

	Cross-Cutting Strategic Goal: A Secure Workforce — Promoting the Economic Security of Workers and Families.
	Outcome Goal: Increase compliance with worker protection laws
	Supporting Budget Activity/Decision Unit Titles and P&F Schedule #: Office of Investigations, Division of Labor Racketeering
	OIG FY 2000 Performance Goal: Combat the influence of organized crime and labor racketeering in the workplace to protect employee benefit plans and identify corruption in labor-management relations and internal union affairs.
	Indicator: 1) Successful criminal investigations into fraud against employee benefit plans and corruption in labor-management relations and internal union affairs. 2) Removal and debarment of plan administrators and union officials that have been convicted.
	Source of Data: Office of Investigations Case Tracking System
	Baseline: FY 1998 investigative results
	Comment: The OIG continues to uncover organized crime and labor racketeering activity that has an adverse economic effect on workers, employers, and consumers.

Means and Strategies

- C Conduct investigations under the Civil Racketeering Influenced and Corrupt Organizations Act to identify and remove organized crime influence from unions.
- C Conduct regional “industry probes” in which all the segments of a particular industry are examined to expose the corrupt relationships that form the core of a particular criminal enterprise.

<p align="center">OIG Strategic Goal</p> <p align="center">Safeguard Workers' and Retirees' Benefit Programs by Enhancing Program Performance and Accountability.</p> <p align="center">OIG Outcome Goal</p> <p align="center">Improve the integrity and cost efficiency of the DOL's unemployment insurance compensation program.</p>
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	Cross-Cutting Strategic Goal: A Secure Workforce -- Promote the Economic Security of Workers and Families.
	Outcome Goal: Protecting Worker Benefit Programs
	Supporting Budget Activity/Decision Unit Titles and P&F Schedule #: Office of Investigations, Division of Program Fraud — Office of Audit
	OIG FY 2000 Performance Goal: Reduce fraud and identify safeguards and system weaknesses in an overall effort to enhance the integrity of the UI program.
	Indicator: The OIG will conduct at least 25 high-impact criminal investigations in the area of fictitious/fraudulent employer schemes, and the OIG will also conduct 5 audits, two of which will begin in FY 2000.
	Source of Data: Office of Investigations Case Tracking System
	Baseline: FY 1998 investigative/audit results
	Comment: The OIG has recently seen a significant increase in the use of various interstate fraud schemes that have resulted in millions of dollars in losses to the Unemployment Insurance trust fund.

Means and Strategies:

- C Conduct criminal investigations to identify and eliminate fraudulent schemes
- C Conduct audits to assess the existence and effectiveness of internal controls and other mechanisms related to the administration and integrity of the Department's Unemployment Insurance programs.

OIG Oversight Support of DOL Goals and the OIG Strategic Plan

The tables and charts in the pages that follow detail OIG initiatives and oversight activities, as well as performance goals in support of the Department's goals and our own Strategic Plan goals.

<p align="center">OIG Strategic Goal</p> <p align="center">Assist DOL in maintaining an effective management process.</p> <p align="center">OIG Outcome Goal</p> <p align="center">Determine the validity of DOL's annual consolidated financial statements prepared pursuant to the CFO Act.</p> <p align="center">Improve financial and performance accountability of DOL and its grantees and contractors.</p>

	DOL Management Goal: Maintaining a Departmental Strategic Management Process.
	Outcome Goal: Maintain the integrity and stewardship of DOL's finances.
	Supporting Budget Activity/Decision Unit Titles and P&F Schedule #: Office of Audit
	OIG FY 2000 Performance Goal: Comply with financial management requirements. Increase consultation assistance provided to DOL.
	Indicator: Expand scope of CFO audits (by 50%); Increase in consultation assistance to DOL (2 efforts).
	Source of Data: Audit Information Reporting System.
	Baseline: FY 1998
	Comment: Complying with financial management requirements will make additional demands on the OIG.

Means and Strategies:

- C Conduct audits of: DOL managerial cost accounting standard financial statement and internal controls relative to DOL's performance measures; expand the CFO audit scope
- C Determine the quality of audits conducted under the Single Audit Act.
- C Provide technical assistance to DOL to ensure compliance with Federal financial management requirements and address long-standing weaknesses.

<p align="center">OIG Strategic Goal</p> <p align="center">Assist DOL in maintaining an effective management process</p> <p align="center">OIG Outcome Goal</p> <p align="center">Determine DOL's compliance with Federal standards regarding financial and performance measurement systems</p>

	DOL Management Goal: Maintaining a Departmental Strategic Management Process.
	Outcome Goal: Maintain the integrity and stewardship of DOL's finances.
	Supporting Budget Activity/Decision Unit Titles and P&F Schedule #: Office of Audit
	OIG FY 2000 Performance Goal: Increase audit coverage relative to the implementation of GPRA by all DOL agencies Increase consultation assistance provided to DOL agencies.
	Indicator: 5 Audits and 3 Consultation efforts will be completed.
	Source of Data: Audit Information Reporting System.
	Baseline: FY 1998
	Comment: There is increased interest by Congress for Agencies to ensure the effective implementation of GPRA. The OIG's increased emphasis on DOL's GPRA activities will ultimately improve the reliability and quality of information provided to DOL, the Congress and others regarding the results obtained by DOL programs and activities for the tax payers' investment.

Means and Strategies:

- C Conduct audits of reported program results and annual performance plans of all DOL agencies
- C Provide agencies consultation assistance
- C Refine OIG reporting systems and provide the level of program evaluation required under GPRA

A PREPARED WORKFORCE

OIG Goal #1: Optimize the use of funds appropriated for training and employment programs by enhancing program performance and accountability

Annual Performance Goals/Objectives	Baseline Data FY 1998	FY 1999 Target Level of Performance	FY 2000 Target Level of Performance
Conduct performance and financial compliance audits of DOL employment, training, and welfare-to-work programs and provide consultation and technical assistance to those programs	OIG Audits - 27 Single Audits - 6 Consultation & Assistance - 3	27 audits will be completed	29 audits will be completed
Reduce any high-risk areas identified by the OIG	3	Reduce any high-risk areas by 1	Reduce any high-risk areas by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames	Complete 100% of mandatory or special request audits within established time frames
Work with DOL management to resolve recommendations	191	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	90	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Conduct investigations into allegations of fraud against DOL employment and training programs	45	26 investigations will be completed	28 investigations will be completed
Produce quality investigations that result in convictions or civil/administrative action.	91% 15 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 10% over the 1998 base, the number of cases resulting in successful civil/administrative action

A SECURE WORKFORCE

OIG Goal #2: Safeguard workers' and retirees' benefit programs by enhancing program performance and accountability

Annual Performance Goals/Objectives	FY 1998 Baseline Data	FY 1999 Target Level of Performance	FY 2000 Target Level of Performance
Conduct audits of DOL worker and retiree benefits programs and functions and provide consultation and technical assistance to those programs	OIG Audits - 18 Consultation & Assistance - 0	18 audits will be completed	20 audits will be completed
Reduce any high-risk areas identified by the OIG	3	Reduce any weaknesses identified by 1	Reduce any weaknesses identified by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames	Complete 100% of mandatory or special request audits within established time frames
Work with DOL management to resolve recommendations	34	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	93	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Conduct investigations into allegations of fraud against DOL's worker benefit programs	210	220 investigations will be completed	240 investigations will be completed
Produce quality investigations that result in convictions or civil/administrative action.	94% 111 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 10% over the 1998 base, the number of cases resulting in successful civil/administrative action
Carry out initiative to more effectively reduce and prevent significant fraud in the UI program, by focusing resources on major impact investigative issues such as fictitious employer schemes, internal embezzlements, and interstate fraud schemes.		Increase case inventory by 46 cases	Increase case inventory by 25 cases 2 audits will be completed (Pending approval of initiative)

QUALITY WORKPLACES

OIG Goal #3: Optimize the use of funds appropriated for worker protection and workplace safety programs by enhancing program performance and accountability

Annual Performance Goals/Objectives	FY 1998 Baseline Data	FY 1999 Target Level of Performance	FY 2000 Target Level of Performance
Conduct workplace safety, health, and standards audits of DOL programs and provide consultation and technical assistance to those programs	OIG Audits - 6 Consultation & Assistance - 4	6 audits will be completed	8 audits will be completed
Reduce any high-risk areas identified by the OIG	1	Reduce any weaknesses identified by 1	Reduce any weaknesses identified by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames	Complete 100% of mandatory or special request audits within established time frames
Work with DOL management to resolve recommendations	5	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	14	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Conduct investigations into allegations of corruption or misconduct by safety and health inspectors	10	12 investigations will be completed	14 investigations will be completed
Produce quality investigations that result in convictions or civil/administrative actions.	100% 2 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 10% over the 1998 base, the number of cases resulting in successful civil/administrative action

MAINTAINING A DEPARTMENTAL STRATEGIC MANAGEMENT PROCESS

OIG Goal #4: Assist DOL in maintaining an effective management process

Annual Performance Goals/Objectives	FY 1998 Baseline Data	FY 1999 Target Level of Performance	FY 2000 Target Level of Performance
Conduct audits and provide consultations and technical assistance regarding DOL financial and information technology systems, program performance, operations, and GPRA implementation	OIG Audits - 5 Consultation & Assistance - 5	5 audits will be completed	7 audits will be completed
Reduce any high-risk areas identified by the OIG	0	Reduce any weaknesses identified by 1	Reduce any weaknesses identified by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames	Complete 90% of mandatory or special request audits within established time frames
Respond to requests for information or audit services from Departmental and Congressional stakeholders	100%	At least 90% of significant requests will be accepted for action	At least 90% of significant requests will be accepted for action
Respond to requests for evaluations or inspections services from Departmental and Congressional stakeholders		100% of significant requests will be accepted for action	100% of significant requests will be accepted for action
Complete special request evaluations or inspections within established time frames		Complete 90% of special request evaluations or inspections within established time frames	Complete 90% of special request evaluations or inspections within established time frames
Work with DOL management to resolve recommendations	187	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	6	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days	Decrease by 10% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Increase percentage of monetary savings agreed to by the Department	91.9%	Increase % of monetary savings by 5% over the 1998 base level	Increase % of monetary savings by 10% over the 1998 base level

MAINTAINING A DEPARTMENTAL STRATEGIC MANAGEMENT PROCESS

OIG Goal #4: Assist DOL in maintaining an effective management process (continued)

Annual Performance Goals/Objectives	Baseline Data	FY 1999 Target Level of Performance	FY 2000 Target Level of Performance
Provide timely evaluation of allegations/requests for investigative service and initiate action	20 days	Evaluate and initiate action within 10 days	Evaluate and initiate action within 5 days
Increase efficiency in conducting complex investigations		Increase efficiency by 5% from 1998 base level	Increase efficiency by 10% from 1998 base level
Increase OIG cases accepted for enforcement action	335		Increase % of cases accepted by 5% over the 1998 base level
Produce quality investigations that result in convictions or civil/administrative actions.	92% 21 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 10% over the 1998 base, the number of cases resulting in successful civil/administrative action
Carry out initiative to comply with new and expanded financial management requirements			Expand CFO audits by 50% to meet new requirements Complete 2 consultation efforts (Pending approval of initiative)
Carry out initiative to increase audit services and consultation assistance related to IT activities and operations of the Department			Complete 3 audits (Pending approval of initiative)
Carry out initiative to increase audit services and consultation assistance related to DOL implementation of the GPRA			Complete 5 audits and 3 consultation efforts (Pending approval of initiative)
Carry out initiative to replace obsolete OIG end-user hardware to ensure OIG's continued connectivity with DOL and other stakeholders			Replace 100% of obsolete OIG end-user hardware (Pending approval of initiative)

QUALITY WORKPLACES/ A SECURE WORKFORCE

OIG Goal #5: Combat the influence of organized crime and labor racketeering in the workplace

Annual Performance Goals/Objectives	Baseline Data	FY 1999 Target Level of Performance	FY 2000 Target Level of Performance
Conduct investigations of organized crime influence and labor racketeering in the workplace	139	130 investigations will be completed	150 investigations will be completed
Carry out initiative to increase investigative attention to criminal activity by pension plan service providers	13 cases pending (FY 99)	Complete intelligence gathering Complete specialized training	Increase case inventory by 14 investigations (Pending congressional approval of initiative)
Produce quality investigations that result in convictions or civil action.	95% 14 actions	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil action	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 10% over the 1998 base, the number of cases resulting in successful civil action

Means and Strategies

Program Strategies

Sustained Efforts in FY 2000

- C Conduct sufficient audits and evaluations to assess fiscal and program performance and make recommendations as to how funds for programs related to employment and training; workers' safety, health and standards; and worker benefits may be optimized. Specific audits planned for FY 2000 are listed in Section 3 of this plan.
- C Conduct audits required under the CFO Act to ensure the integrity of DOL finances and related systems.
- C Investigate allegations of wrongdoing related to DOL funds, programs, and operations, in particular those related to employment and training; workers' safety, health and standards; and worker benefits.
- C Conduct investigations that contribute toward a reduction of organized crime and labor racketeering activities in the workplace.
- C Respond effectively and timely to requests for audit, investigative, and evaluative services from our stakeholders, predominantly DOL and the Congress.

Enhanced Efforts in FY 2000

- C Carry out program initiatives to: increase the protection afforded to pension plans; improve the integrity of the Unemployment Insurance Program; comply with enhanced Federal financial management requirements, provide adequate oversight of DOL information technology resources, and increase audit services and consultation assistance to DOL related to GPRA implementation.

Operational Means

- C Maintain an adequate level of professional expertise so that OIG auditors, investigators, and evaluators, are able to address issues as programs evolve or emerge.
- C Invest in training less experienced agents to ensure a smooth transition as numerous mandatory retirements of senior agents occur.

- C Ensure that OIG staff has the necessary information technology equipment, systems, and training, which are an integral part of their work. This includes ensuring staff has ability to: access records of those being audited or investigated (e.g., grantees, contractors, service providers, etc.); secure electronic evidence obtained through searches and seizures; gain access to criminal enforcement data bases; and communicate electronically with stakeholders and counterparts at DOL and other Government agencies. To this end, the OIG plans to carry out an initiative to replace obsolete IT equipment .
- C Cost effectively manage the resource-intensive travel expenses associated with audits, investigations and evaluations.
- C Procure specialized services necessary to carry out certain audit activities.
- C Continue efforts to ensure the OIG is Year 2000 compliant.
- C Maintain an effective strategic management and performance measurement mechanism to ensure we fulfill the requirements of GPRA.
- C Maintain effective Congressional liaison to expediently respond to requests for information and to keep Congress informed of problems or deficiencies in DOL programs and operations.

5. Cross Cutting Programs and Issues

The OIG provides audit and investigative oversight to all programs of the Department. Within that role, we coordinate with DOL agencies as we carry out our audits, investigations, and evaluations and with other pertinent law enforcement agencies.

5.1 Linkages with Other DOL Programs

Although the OIG functions as an independent entity within DOL and our jurisdiction largely differs from that of DOL program offices, we coordinate with Departmental agencies on cross-cutting issues. For example, we coordinate with ESA regarding FECA issues and with PWBA on pension investigations. We also continue to work extensively with the CFO on financial management issues.

5.2 Linkages with Other Federal Agencies

In addition to DOL agencies, we also coordinate our program fraud and labor racketeering enforcement efforts with DOJ, and other Federal, state, and local law enforcement entities. The CFO audit is coordinated with OMB and GAO in order to meet the needs of the government-wide audit.

6. OIG Strategic Management Process

The OIG supports the Secretary's goal of maintaining a strategic management focus in two ways. First, it has established as one of its strategic goals to assist the Department in maintaining an effective management process. It is our plan to provide audit services and provide appropriate technical assistance to DOL management to ensure the effectiveness and cost-efficiency of DOL's programs, as required by GPRA; the integrity of DOL's financial management system, as required by the CFO Act; and the effective management of information technology resources, as required by the Clinger-Cohen Act.

Second, we have identified internal issues related to the areas of information technology and human resources that we will seek to address to ensure the successful implementation of our strategic plan. These issues are discussed in the sections that follow.

Information Technology Linkages

Information technology (IT) is an integral part of the OIG's strategy to achieve the goals and objectives established in this plan. Adequate IT systems, capabilities, and knowledge are critical tools needed by OIG auditors, investigators, evaluators, and other professional staff to carry out their work. This includes: ensuring access to the records of those being audited or investigated (e.g., grantees, contractors, service providers, etc.); securing electronic evidence obtained through searches and seizures; gaining access to criminal enforcement data bases; and being able to communicate electronically with stakeholders and counterparts in the Department and other Government agencies. An example of the importance of IT to the OIG program involves our pension initiative. A critical element of that initiative is the development of computer data base capabilities to allow for comparisons of intelligence gathered by OIG criminal investigations with information obtained from the SEC to identify problematic investment advisors associated with union pension plans.

The OIG will need to significantly enhance its day-to-day technological infrastructure and increase its readiness to provide oversight of Departmental IT initiatives and functions.

Human Resources

C There are a number of human resource issues related to achievement of our goals. Paramount to these issues is our ability to have the necessary workforce (auditors, investigators, and professional and support staff) and contract services to carry out critical activities and initiatives and to ensure the long-term viability of the OIG criminal investigative program. Factors specific to this include:

C Ensuring that the OIG has the necessary resources to hire and maintain an adequate law enforcement workforce (criminal investigators and

investigative analysts) to carry out its mandate.

- C Investing in training of less experienced agents to ensure a smooth transition as numerous retirements of senior agents occur.
- C Investing in specialized training needed to carry out comprehensive initiatives that directly support the goals.
- C Enhancing the technical capabilities of audit staff to enable them to address program issues related to technological advances, particularly increases in electronic commerce.

From an internal management perspective, we will continue to:

- C Evaluate the training needs of staff at all levels, identify associated costs, and assess the feasibility and extent to which training can or must be provided.
- C Recruit, retain, and develop a diverse workforce to meet the needs of a changing work environment and customer profile; and redesign OIG reward and recognition systems to reflect valuing diversity.
- C Determine the correct administrative support to professional staff ratio and relate it to technological advancements, in order to identify the feasibility of further consolidating administrative functions.
- C Assess the value of our presence in certain geographic areas.

7. CONCLUSION

In FY 2000, the OIG will continue its commitment to help the Department in meeting its mission and the many challenges it faces in the coming years. Through quality work products, we will strive to provide DOL and Congress useful information that they can use as critical decisions are made regarding DOL programs and operations.

ACRONYMS

CFO	Chief Financial Officer
ERISA	Employee Retirement Income Security Act
ESA	Employment Standards Administration
FECA	Federal Employees' Compensation Act
FTE	Full Time Equivalent
GPRA	Government Performance and Results Act
JTPA	Job Training Partnership Act
IT	Information Technology
MSHA	Mine Safety and Health Administration
MOU	Memorandum of Understanding
OFCCP	Office of Federal Contract Compliance Programs
PWBA	Pension and Welfare Benefits Administration
SEC	Securities and Exchange Commission

